Government of
Saskatchewan

Annual Report
1988-89

Saskatchewan Public Service Commission

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Letters Of Transmittal

Beattie Martin
Minister

March 19, 1990

The Honourable Sylvia Fedoruk,
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Dear Madam:

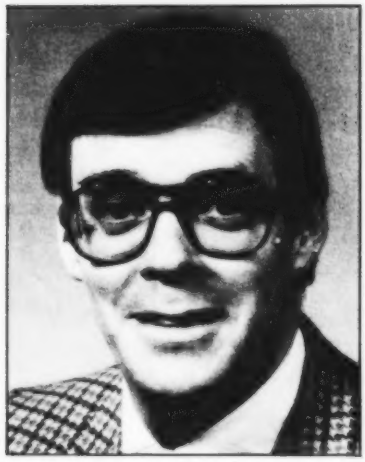
In accordance with subsection two of section six of **The Public Service Act**, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1989.

Respectfully submitted,

Beattie Martin

Beattie Martin
Minister Responsible for the
Saskatchewan Public Service Commission

John D. McPhail
Chairman



March 19, 1990

The Honourable Beattie Martin,
Minister Responsible for the
Saskatchewan Public Service Commission
Legislative Building
Regina, Saskatchewan

Dear Sir:

It gives me great pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1989.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

John D. McPhail
Chairman
Saskatchewan Public Service Commission

Mission

The approved mission statement for the Saskatchewan Public Service Commission appears below:

Mission Statement

Our Mission

Leadership and Service in Human Resource Management

Our Goals

- *Recruit and select the best candidates*
- *Represent management effectively in employee relations*
- *Determine job worth by developing and applying classification standards*
- *Empower employees through learning*
- *Contribute towards excellence in administration and information services*
- *Represent the public interest in the management of human resources*

Our Principles

- *Ensure merit in appointment*
- *Enhance employee performance and recognition*
- *Promote and develop a participative work environment*
- *Provide fair and equitable treatment for all employees*
- *Provide responsive and effective service*
- *Maintain a positive and enthusiastic work attitude*
- *Respond to changing priorities through a corporate viewpoint*
- *Lead through innovation*
- *Take responsibility for our actions*
- *Conduct business with trust and integrity*

Saskatchewan
Public Service
Commission

Public Service Commission 1988-89 Highlights

* Concluded negotiation of the Saskatchewan Government Employees' Union Collective Agreement which covers the period of October 1, 1988 to September 30, 1991.

* Concluded negotiation of the Canadian Union of Public Employees Local 600 Collective Agreement which covers the period October 1, 1988 to September 30, 1991.

* Implemented an Employee Wellness Project in four major government departments: Public Service Commission, Parks Recreation and Culture, Justice and Health. Subject to positive evaluation, a voluntary, government-wide program could be implemented during 1990.

* Produced the video, Orientation to the Government of Saskatchewan for distribution to all government departments.

* Hosted the 25th Annual Canadian Civil Service Commissioners' Conference in Regina.

* Implemented a certificate Program for Ministerial Assistants.

* Implemented a Supervisory Certificate Program for all first time supervisors.

* Hosted the Federal-Provincial Staff Development Directors' Conference.

* Re-commenced publication of the PS POST on a quarterly basis.

* Expanded the Employee Assistance Program network to improve coverage across the province and published an Employee Assistance Program brochure.

* Developed methods to allow staffing services to be accessible to visual and hearing impaired clients across the province.

* Assisted in developing an Employment Equity Plan for the Government of Saskatchewan.

* Developed a Leave and Attendance system to analyze lost productivity costs due to sick leave, definite leave and related benefits.

* Implemented a Human Resource downloading system which will give departments access to their own employee data base.

* Re-introduced the long service awards for 25 and 35 year employees. Plans are underway for an event to honour these employees in the fall of 1989 in Regina.

* Hosted the Canadian Conference on Classification, Compensation and Collective bargaining.

* Developed an automated system to produce employee counts on a monthly basis. These statistics are run within a few days of monthly payroll and tabulate the number of public service employees by type. In March of 1989, the Saskatchewan Public Service was comprised of 11,080 employees, 7529 of which were employed on a permanent full time basis. Part time employees totalled 1156, leaving 657 temporary and 1738 casual and labour service employees.

Introduction

The Saskatchewan Public Service Commission operates under authority of *The Public Service Act*, serving as the central personnel agency for the Saskatchewan public service. The Commission performs a number of services and regulatory functions. The principal functions are:

Recruitment for and staffing of all permanent positions within the classified service.

Central co-ordination of non-permanent staffing.

Classification of positions.

Negotiation and administration of collective bargaining agreements.

Development and administration of classification and compensation plans.

Provision of advice on human resource matters to departments and agencies in the public service.

Staff development and consulting services.

Maintenance and provision of human resource information regarding public service employees.

Development of human resource policies and procedures within the public service.

Five people are appointed by the government to be members of the Commission.

John McPhail is Chairman of the Commission and chief executive officer of the government's central personnel agency. The other members of the Commission include:

Isabelle Butters, General Manager of the Weyburn Co-operative and former Mayor of Weyburn; **William Fyles**, Former Chairman and Secretary of the Public Service Commission; **Harold Hoffman**, President of the Service Employees International Union (SEIU) Local 333, President of the SEIU Prairie Regional Council and Vice President of the Canadian Central and Western Conference of the SEIU; and **Roland Muir**, Director of Research Services, University of Saskatchewan.

The five commissioners represent the public interest in the ongoing process of improving human resource management and administration within the Saskatchewan public service.

During the year under review, the Commission met 10 times and received five out-of-scope appeals pertaining to classification, demotion, suspension and dismissal. The Commission resolved all five appeals during 1988-89.

The Public Service Commission is structured into five divisions and maintains a Saskatoon regional office to assist in serving the needs of all government departments, their employees and members of the public.

Major improvements to staff development programs for senior managers reflect the changing needs of the work place. The courses are more compressed and feature morning sessions and conveniently scheduled seminars on relevant topics. 1988-89 saw the completion of five pilot projects throughout the province for an employee wellness program. If the program results are favourable, government-wide introduction of this voluntary program

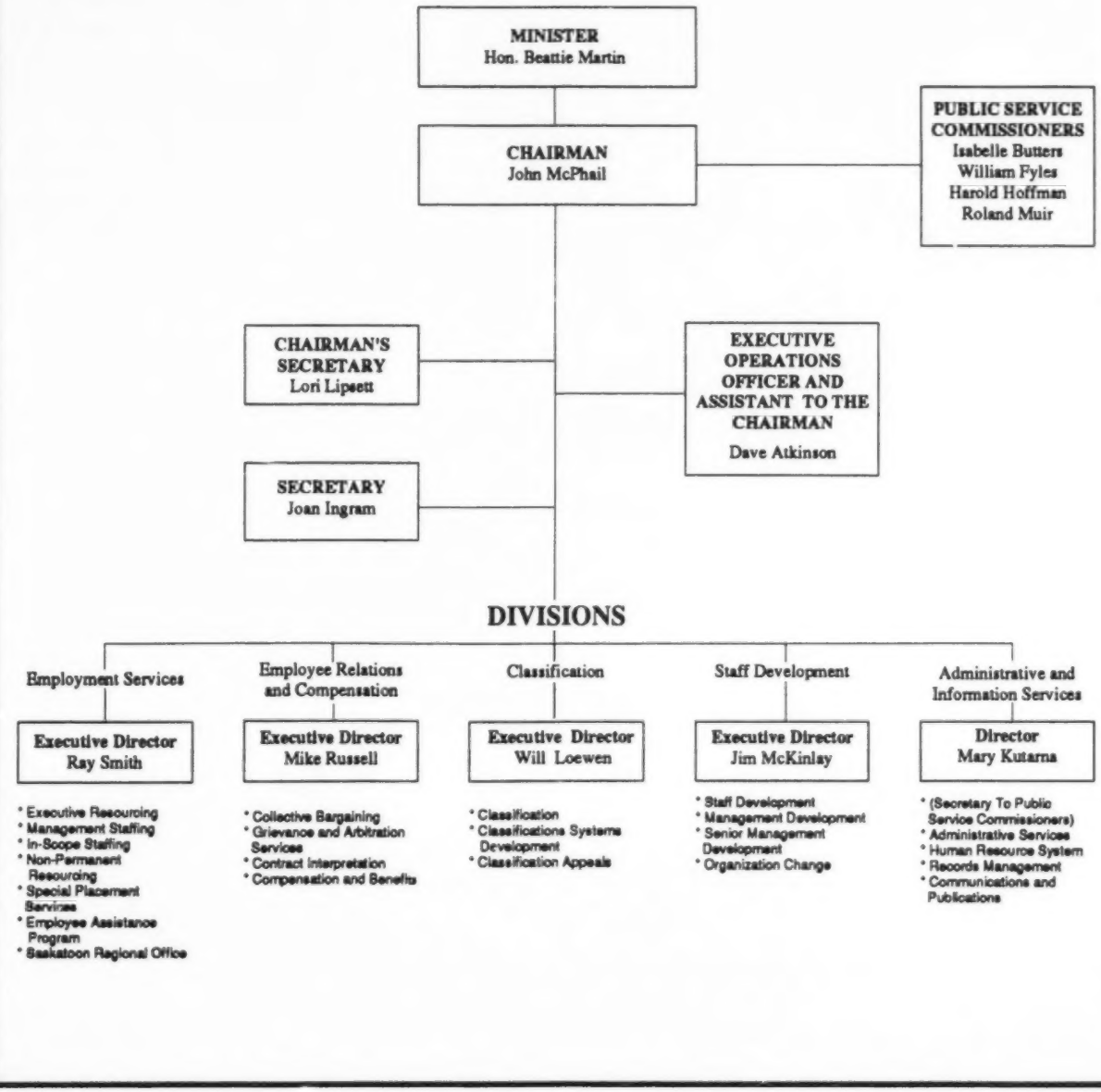
could be a reality during 1990. A range of expanded services are now available from the Public Service Commission for visually or hearing impaired clients. The Commission is especially proud of the fact that the Careers employment tabloid's braille edition is the first such initiative of its kind to be taken in North America.

The first agreement in twelve years between the Saskatchewan Government Employees' Union and the Public Service Commission to be arrived at without a strike or third party intervention was reached during 1988. As well, all permanent employees of the Government of Saskatchewan can now participate in a deferred salary leave plan.

Public Service Commissioners 1988-89

From left; Isabelle Butters, William Fyles, John McPhail, Roland Muir and Harold Hoffman .

Executive Structure



Employment Services Division

Mandate: to recruit and select the best candidates for public service positions

Activities:

During 1988-89, the effects of the 1987 early retirement program in which approximately 1500 employees participated were still felt, with staffing activity remaining quite high with more job competitions at all levels. During this period, the Employment Services Division advertised 1102 positions.

The number of executive level appointments rose from 28 to 35, a 25 percent increase. The number of management staffing appointments increased from 220 to 343, and in-scope staffing appointments climbed from 689 in 1987-88 to 1072 during 1988-89 -- a 56 percent increase.

The Non-Permanent Resourcing Unit (NPRU) continued to co-ordinate the recruitment for all temporary and part-time positions, including summer, Co-op and Quebec exchange students. This was to ensure that corporate standards were maintained government-wide in terms of in-hiring rates, classification levels and the qualification of candidates. NPRU received 4229 applications for employment and staffed 2169 non-permanent positions. In addition, through the Summer Student Program, 5234 applications were received and 1683 students hired. During 1988-89, 50 students were hired through the Student Co-op Program, compared to 25 in the previous year.

In response to a number of requests from schools and other groups, a free-standing display unit, the Saskatchewan Careers Information Centre, was produced and currently is travelling throughout the province.

During 1988-89, the Division assisted in the development of a delivery system which makes Employment Services more accessible to visually and hearing impaired clients throughout the province by utilizing Versabraille, the Hearing and Speech Impaired TDD Line and by publishing the Careers employment tabloid in braille, the latter being the first such initiative in North America.

The Government of Saskatchewan's Employee Assistance Program (EAP) was expanded using existing staff resources. The program is voluntary and confidential and front-line EAP resources have been set up in communities in the province who will provide an initial contact for employees wishing access to the Program. A brochure explaining the program was produced and distributed.

The Saskatoon Regional Office continued to provide a decentralized delivery of human resource programs to public service clients in a number of rural and urban centres in the Northern part of the province.

Classification Division

Mandate: determine job worth by developing and applying classification standards

Activities:

The process of streamlining the in-scope classification system that was initiated in 1987-88 was continued during 1988-89 and an additional 42 job specifications were eliminated. This reduced the number of classes by an additional 9 percent over the previous year and by 21 percent over the past two years.

During the year, senior managers from several agencies requested changes to the remaining in-scope classes in order to provide more flexibility relating to recruitment, organizational change, the introduction of new work and technological changes. In addition, both Classification Joint Council and the Saskatchewan Government Employees' Union have recommended numerous changes to in-scope classifications. As a result, work has begun on the development of a framework for reviewing the in-scope classification system.

Two automation projects were begun during the year. Computerizing the classification log will enable divisional staff to produce a series of statistical reports and provide trend analyses. In addition, the data base for the Management and Professional Classification Plan was modified to accommodate working titles for all positions.

The Division participated in the Inter-Governmental Conference on Classification, Compensation and Collective Bargaining held in Regina in June of 1988. This conference is held twice every three years and is attended by senior personnel from all jurisdictions.

The classification training program implemented in 1986-87 for human resource officers now includes a training module for middle managers. This session centers on classification principles and organization design and was provided twice during the 1988-89 year.

The Division provided assistance and classification advice to a number of departments involved in restructuring. In cases of smaller changes affecting only one or two positions, departments submit revised job specifications of probable classification levels for position assignments. This assists the Commission in establishing the level and recognizing potential implications to other positions prior to the department's finalization of work duties and responsibilities.

Human Resource Branches in Agriculture and Food; Highways and Transportation; and Parks, Recreation and Culture have the option of doing the classification reviews and reports for Labour Service employees. The Division audits and approves the recommendations of Human Resource Branch Personnel regarding positions in the Labour Service.

Classification of permanent positions (incumbered, new and vacant) dropped slightly from last year's level as the Division completed 1473 reviews of such positions compared with 1517 such reviews in the previous years. This decline in volume was due to the creation of fewer new positions than in the previous year.

Employees whose duties have changed have the right to apply for a classification review. The process involves interviewing both the employee and supervisor, reviewing the organizational structure, determining if other positions are affected through reassignment, analyzing duties relative to the specifications and communicating the rationale for the decision. On average, this review process takes 39 days to complete.

Employees also have the right to appeal classification decisions. During 1988-89, 87 such appeals were received during the year. Of 58 that were processed, 16 positions were classified upward, eight were withdrawn and 34 of the appeals resulted in no change being made to the classification level.

The Division audits the classification level of all vacant positions prior to recruitment, to ensure that positions are classified and compensated appropriately. As a result of increased recruitment activity in 1988-89, 688 such audits were conducted compared to 350 in 1987-88.

As there are no long term pay implications associated with classification of entry level non-permanent positions, classification of these positions was delegated to the Non Permanent Resourcing Unit. Following delegation, classification of non-permanent positions dropped to 1097 positions compared to 1535 positions last year. This also improved the appointment process for temporary and part-time employees.

1988-89 APPEAL STATISTICS

	In-Scope	Out-of-Scope	Total
Backlog (April 1, 1988)	42	1	43
Received	42	2	44
TOTAL	84	3	87
Processed			
Withdrawn	8	0	8
Moved Up	16	0	16
No Change	32	2	34
TOTAL	56	2	58
Outstanding (March 31, 1989)	28	1	29

Staff Development Division

Mandate: empowering employees through learning

Activities:

In 1988-89 the first government-wide staff development needs analysis plan, based on employees' performance reviews, was undertaken. By using the results of the analysis, the varied staff development needs of the government can now be managed and co-ordinated in a consistent and efficient fashion. Information gathered from the analysis showed that there was a need for increased skills development in computer applications, communications and responding effectively to organizational change.

During 1988-89 several major programs were developed including the Supervisor's Certificate Program, the Ministerial Assistant's Program and the Professional and Technical Program. Preliminary work was also undertaken to restructure the Senior Management Development Program into a more compact residential program for high potential middle managers. The initial development of an Executive Opportunities Program for senior managers was also undertaken.

During 1988-89, the Division held 360 seminars, modules, assessment centres, conferences and consultations for 6130 employees in the public service. The number of general seminars offered increased from 213 events in the previous year to 289 events in 1988-89. There were 48 senior management events held during 1988-89, a total of eleven persons were admitted to the Senior Management Development Program designed for high potential middle managers and 57 middle managers were accepted into the Middle Management program.

The Administrative Development Program enables employees in senior clerical, stenographic and administrative support positions to enhance their skills through selected university classes. During 1988-89, 18 persons were admitted to the program.

Plans were made during 1988-89 for the staging of a 'first ever' combined graduation ceremony for all staff development program graduates from the Public Service.

The Commission held a "A Partnership In Excellence" conference for 125 administrative support staff in La Ronge, Prince Albert and North Battleford. As well, the Commission sponsored a series of travelling computer seminars in various locations. Workshops on "The Changing Status Of Persons With Physical Disabilities" were conducted in eight locations throughout the province.

There was a significant enrolment increase (50 percent) for French language classes offered by the Staff Development Division. These classes were scheduled in direct response to requests for the service from employees. Increasingly, Saskatchewan has taken more of an international stance in trade, tourism and economic development and the employees of the government see the benefits of functional bilingualism.

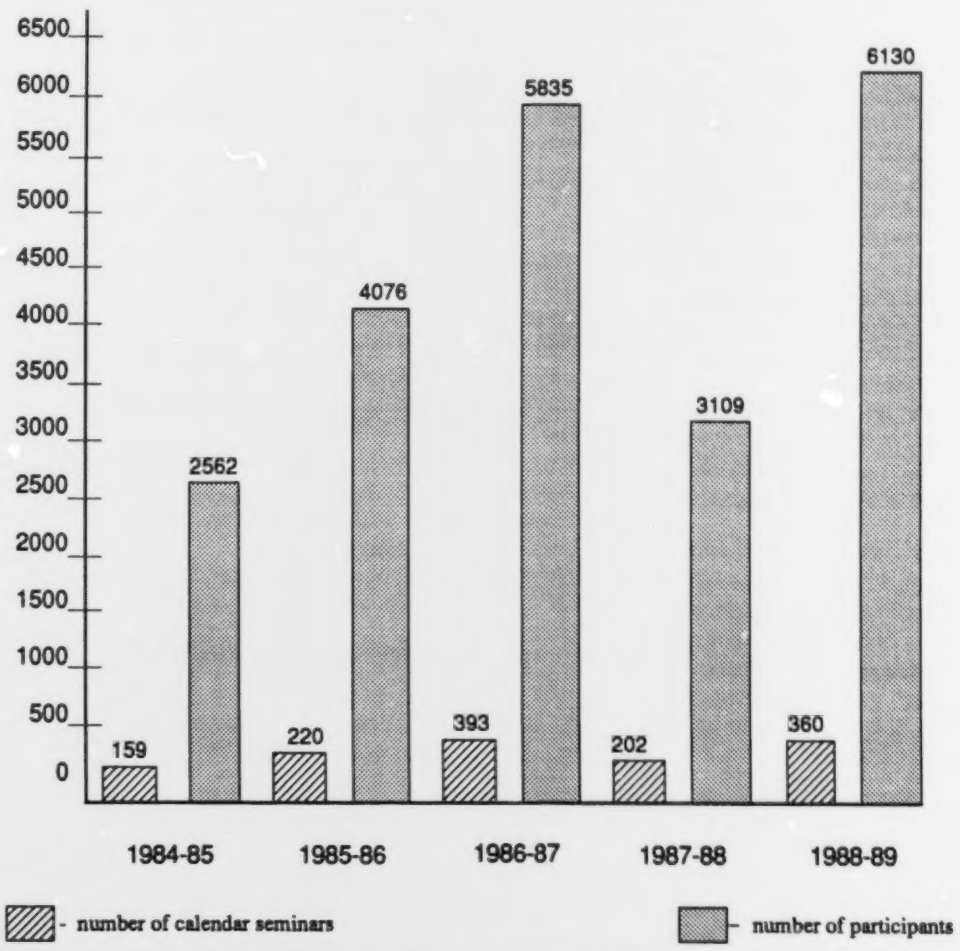
During the year, 46 education leaves totalling $357,209 were granted.

Among the new events offered during the year were seminars on "Ethics In the Public Sector", "Implementing Innovative Ideas", Economic Development and Diversification", "Achieving Optimum Performance", "Management and Computers", "Managing Under Pressure" and "Leadership and Vision".

The Public Service Commission and three government departments have started an employee wellness program that operated in five 'pilot' locations throughout the province with 136 participants. The program's components deal with lifestyle subjects such as nutrition, stress management, quitting smoking and an individualized employee fitness/wellness program. Results from the pilot project will assess changes in fitness levels, lifestyle patterns, absenteeism rates, attitudes and handling of job requirements. Depending on the results from the pilot project, government-wide implementation of the voluntary program could begin in 1990.

Computers played an ever-increasing role at the Staff Development Division during 1988-89. The wide scale introduction of this new technology allowed for the creation of a computerized staff development registration system.

Staff Development in the Public Service 1984-1989



Employee Relations Division

Mandate: represent management effectively in employee relations

Activities:

Collective agreements, both in effect until September 30, 1991, were successfully concluded with the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees (CUPE) Local 600.

The SGEU agreement was the first agreement reached between the Public Service Commission and SGEU in 12 years without strike or third party intervention. Included in the new agreement is a significant expansion in the area of occupational health and safety. Employer-employee Joint Committees will be located in individual places of work and will be responsible for considering problems and recommending solutions respecting health and safety concerns.

The CUPE 600 collective agreement resolves negotiations for the period October 1, 1988 to September 30, 1991. There will be a one year reduction in the service time required for a fourth week of annual vacation - employees under this agreement will be eligible for four weeks of vacation after nine years of service.

For the first time, all permanent employees of the Government of Saskatchewan can participate in a deferred salary leave plan. Under the terms of the plan an employee can defer, tax free, up to 33 percent of basic salary each year for a period of up to five years. The deferred salary is used to finance a definite leave of absence of between six to 12 months.

Out of scope employees received structural salary adjustments. In addition, performance pay guidelines were approved in July 1988, retroactive to April 1, 1988 for employees in the Management and Professional and the Management Support Group classifications. Employees with fully satisfactory performance ratings were eligible for performance increases.

Collective agreements were concluded for both the Cafeteria Board and the Saskatchewan Human Rights Commission.

During 1988-89, 180 grievances were received by the Employee Relations Division. A total of 181 grievances were resolved, leaving 318 outstanding.

The Public Service Commission, working with Saskatchewan Health and Saskatchewan Human Resources, Labour and Employment developed a communicable disease policy and a manual titled "AIDS In the Workplace" for the Government of Saskatchewan. The manual was distributed to departmental human resource offices, seminars for human resource professionals were held and a series of pamphlets were distributed throughout government.

Unclassified and Excluded Services

In accordance with the provisions of Section 46(2) of *The Public Service Act*, a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of *The Act* during the 1988-89 fiscal year appears on the facing page.

Unclassified and Excluded Services

Department	Class/Working Title
Agriculture	Clerk 1
Education	Information Services Officer
Executive Council	Clerk Typist 3 Management Support Group 3 Assistant Press Secretary
Finance	Macroeconomist
Health	Clerk 1 Director of Chiropody
Highways and Transportation	Clerk 1 Administrative Officer
Human Resources, Labour and Employment	Senior Industrial Relations Officer
Justice	Students at Law (11) Crown Solicitor 1 (3) Crown Solicitor 2 (3) Crown Solicitor 3 (5) Crown Solicitor 4 (3) Management Support Group 3 Management Support Group 4 Administrative Officer Master of Titles and Property Registrar
Parks, Recreation and Culture	Clerk 1
Provincial Secretary	Clerk Stenographer 3 Director
Public Service Commission	Clerk 1
Saskatchewan Municipal Board	Secretary, Assessment
Social Services	Clerk Typist 2
Tourism and Small Business	Senior Trade Advisor

Administrative and Information Services Division

Mandate: contribute towards excellence in administration and information services

Activities:

During 1988-89, a government-wide electronic data transfer system was developed that allows the downloading of human resource files from the main PSC computer to personal computers in departments. This major improvement will eliminate the duplication of personnel record entry between the departments and the Commission as well as allow employees who are not trained as computer programmers to have access to the human resources system.

A computerized human resource information system, including leave and attendance information, has been designed. This Personnel Attendance and Leave System (PALS) will support the regular operations within departments and provide government-wide information on leave and attendance. This information on leave includes employee entitlement calculations and tracking of vacation, sick leave and scheduled days off. PALS will be capable of producing statistical monthly reports on sick leave, attendance and other types of leave. Ever-improving computer technology has presented the Division with an exciting array of future improvements to be considered - Local Area Networks (LANs) will be installed during 1989-90 and reviewed in order to improve the efficiency of the Commission's word processing and communications functions. This in turn will enable more efficient service to the PSC client-departments and the general public.

Employee counts are now produced on a monthly basis which tabulate the number of public service employees by type. They are distributed to departmental Human Resource Branches.

Executive Administration re-introduced the Government of Saskatchewan long service awards for 25 and 35 year employees and commenced plans to honour these employees at a Long Service Recognition Banquet in the fall of 1989.

The Division assisted in hosting the 25th Annual Canadian Civil Service Commissioners' Conference held in Regina for the first time. Delegates from each of the provinces and the territories were in attendance.

Following a careful review of the government-wide employee newsletter, the Commission re-commenced publication of the PS POST on a quarterly basis. Communications Directors from eleven major departments form an editorial board to ensure that high readership levels are maintained through direct departmental input.

Forecast For the 1990's

The Commission will continue to publish the PS POST on a quarterly basis in order to communicate the benefits, programs and services available to government employees and to honour individual employee and department accomplishments.

Due to the changing demands on the Public Service, the need for enhanced accountability and to address some of the difficulties associated with the current Management Performance Review System, the Commission plans to develop a new performance management system for the service. The new system will take into account the concerns that managers and employees have expressed regarding the present system and will be tailored to the specific needs of the public service as we move into the 1990's.

The Public Service Commission will continue to honour the government's ongoing commitment to its employees with plans underway to recognize approximately 190 long service employees at a banquet in the fall.

With the objective of increasing employee productivity and decreasing sick leave, the Commission will review and evaluate the results of the Employee Wellness Pilot Program and develop recommendations for government-wide implementation. In addition, implementation of the Personnel Attendance and Leave System (PALS) will allow analysis of composite service-wide data to make future cost savings and benefit decisions. Additional savings will be realized by providing this information at a centralized level in government.

Ever-advancing computer technology will present the Commission with an array of future capabilities to consider in order to improve efficiency and decrease operational costs. This technology will include a classification analysis system which permits the costing of government-wide classification activity and monitoring of trends and a departmental organization charting system.

In view of the Government's commitment to Employment Fairness, the Commission will strive to conclude negotiations with the Saskatchewan Government Employees' Union for a joint Employment Fairness Plan in order to achieve the final result of having all employment groups in the service covered by a comprehensive affirmative action plan.

Various outreach activities will continue and be expanded to include participation in Career Fairs, direct sourcing for difficult to recruit for positions and provision of the Employee Assistance Program in Saskatchewan communities.

With increased emphasis on families the Commission will review existing policies and procedures and investigate initiatives which promote a balance between the workplace and family responsibilities.

Plans are underway to introduce a senior management development forum to provide opportunities for senior staff to review and discuss major issues and current trends which impact on the public service.

Consulting projects aimed at topics such as team building, service management, planning and performance management will continue in order to maintain the morale of the public service. The Commission will continue to offer innovative programs such as job rotation, career leave, secondments, educational leave, variable work hours and related programs to provide flexibility, interest and new experiences for employees.